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ABSTRACT

Public relations and fund-raising are those functions of management which engender public understanding and support for the agency's aims and services. These two functions are closely interrelated in that the agency's public relations effectiveness influences its ability to raise funds and, conversely, its fund-raising operations have a direct bearing on the degree to which its program is understood and accepted. Both the public relations and the fund-raising standards presented are designed to serve as basic ground rules for the maintenance of valid and effective lines of communication between an agency and its total community. Their objective is to preserve the integrity of both the agency and those whom it serves. Stress is placed on the client's right to dignity and privacy, and on the agency's responsibility not to sacrifice this right through exploitation of public sympathies. (Other sections of this guide are available as LI 003342-003347 and LI 003349 through LI 003351). (Author/NH)

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Section C-5

SELF-STUDY AND EVALUATION GUIDE | 1968 Edition

Public Relations and Fund-Raising

NATIONAL ACCREDITATION COUNCIL
For Agencies Serving the Blind and Visually Handicapped
79 Madison Ave.
New York, N.Y. 10016

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INSTRUCTIONS

Two steps should precede the use of this Section:

1. *Section A, Manual of Procedures,* should be read for an understanding of the overall framework and governing principles of the self-study and accreditation process.

2. *Section B, Agency and Community Profile,* should be reviewed, since it embraces the statement of the agency's philosophy of service and program objectives, an indispensable base for evaluation of its work.

* * * *

This Section is designed to convey an accurate description of the agency's performance in a particular subject area. Three elements are employed to achieve this: a coded *Standards Checklist,* coded *Evaluation Ratings,* and *Comments.* Each is explained below.

Coding the Standards Checklist. Each standard describes a provision, condition or characteristic found in an acceptable agency; checking off, through the appropriate notation, whether and to what extent agency practice conforms to the standard provides a factual base for the succeeding evaluation.

In the parentheses ( ) preceding the standard, insert a symbol according to the following code.

✓✓—The standard is fully met.

✓—The standard is partly met.

O—The standard, although needed and desirable, is not met, or is met to such a limited extent as to be virtually inoperative.

?—The applicability of the standard to the agency is questioned.

X—The standard is clearly inapplicable to the agency.

Coding the Evaluation Ratings. Each evaluation question poses a criterion for judgment. Careful discrimination should be exercised in arriving at such judgment, bearing in mind that standards are not aimed at perfection but are keyed to realistic, attainable levels of performance. While the ratings embrace such concepts as *excellent, well, satisfactory, poor,* etc., which cannot be specifically defined, a valid judgment can be formulated if the evaluator balances a) the requirements postulated by the standard, b) the agency's stated philosophy of service and program objectives and its community relationships, and c) the practical knowledge derived from the evaluator's own professional experience.

In the brackets [ ] preceding the evaluation question, insert the code letter that best describes the agency's performance:

E—Excellent. The agency meets the criterion to the *fullest* extent and functions *excellently* in regard to it.

VG—Very good. The agency meets the criterion to the *fullest* extent and functions *well* in regard to it; or it meets the criterion to a *satisfactory* extent (i.e., not full coverage) and functions *excellently* in regard to it.

G—Good. The agency meets the criterion to a *satisfactory* extent and functions well in regard to it.

F—Fair. The agency meets the criterion to a *satisfactory* extent (i.e., not full coverage) but functions *poorly* in regard to it; or it meets the criterion to a *limited* extent but functions *satisfactorily* in regard to it.

P—Poor. The agency meets the criterion only to a *limited* extent and functions *poorly* in regard to it; or it makes *no provision* for meeting a needed criterion.

M—Missing. The element identified in the question is missing, but the agency's need for it is open to question.

NA—Not Applicable. The element identified in the question does not apply to the agency.

Comments. Just as not all of the standards necessarily apply to all agencies, not all of every agency's activities are necessarily covered by the standards. The space provided under *Comments* should be used to note any important feature or characteristic of the agency's activity relating to the subject but not included in the standard. Such notations may be supplemented, if necessary, by supporting data attached to the end of the Section, or by cross-references to other Sections. Addenda and cross-references should be accurately identified by notation of the Section and standard to which they pertain. (For example, material attached to the end of a Section might be marked "Supporting Data, Section D-4, 2-1"; a cross-reference might be noted as "See Section C-1, 2.3.3".)

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This section of the *SELF-STUDY AND EVALUATION GUIDE* is designed for use in conjunction with the other sections listed below. Any agency* undertaking a self-study will need the first seven sections listed below plus all *D* sections pertaining to the agency's services, an *E* form for each administrative, professional, and technical staff member, and the evaluation summary and report section.

The *GUIDE* is available either in a complete, bound edition or in separate sections from the National Accreditation Council for Agencies Serving the Blind and Visually Handicapped, 84 Fifth Avenue, New York, N.Y. 10011.

SELF-STUDY AND EVALUATION GUIDE

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A	Manual of Procedures
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D-4	Sheltered Workshops
D-5	Social Services
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D-7	Production of Reading Materials
E	Individual Staff Member Information Form
F	Evaluation Summary and Report

*Special guides are available for agencies providing *only* sheltered workshop services (*SELF-STUDY AND EVALUATION GUIDE FOR SHELTERED WORKSHOPS*) and for residential schools (*SELF-STUDY AND EVALUATION GUIDE FOR RESIDENTIAL SCHOOLS*).

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C-5

PUBLIC RELATIONS AND FUND-RAISING

Guiding Principles

Public relations and fund-raising are those functions of management which engender public understanding and support for the agency's aims and services.

The two functions are closely interrelated. The agency's public relations effectiveness influences its ability to raise funds; conversely, its fund-raising operations have a direct bearing on the degree to which its program is understood and accepted. The approach, techniques and skills employed in both functions have many similarities.

Every aspect of an agency's activities has public relations implications. The manner in which it provides services, the way in which its program is administered, the quality of its relationships with other groups in the community, the physical appearance of its quarters, even the way in which it conducts such business functions as purchasing and payment of bills—all of these have a direct bearing on the public's opinion of the agency. Clearly, therefore, all of the standards for service programs and their administration in this guide have an impact on public relations.

However excellent its program, every agency still needs to maintain a consciously structured effort to gain community understanding and support of its goals, services and needs. This is as true for public agencies as it is for voluntary organizations; it is as true for the small agency in which public relations is one of the many responsibilities of the administrator as it is for the larger agency which employs one or more full-time public relations and fund-raising specialists.

Public relations is a complex of activities which uses all media of communication for the purpose of furthering positive attitudes. Fund-raising, while its primary aim is to obtain financial support, can only succeed to the extent that it conveys such positive attitudes to those from whom it hopes to receive contributions. Considered in this context, fund-raising is an inextricable part of the public relations function and a single set of standards might well serve for both. The decision to separate the two grew out of recognition (a) that many of the services for the blind and visually handicapped are under the auspices of tax-supported public agencies which are not involved in fund-raising; (b) that voluntary agencies which receive support through federated funds have only limited fund-raising possibilities and these must be cultivated under prescribed rules and regulations; and (c) that in the larger voluntary agencies which raise their own funds, the public relations and fund-raising functions are often handled in separate departments.

Largely owing to historical factors, many agencies for the blind are neither as effective nor as economical in their fund-raising efforts as they can and should be. It is only in recent years that some have been included in local united fund campaigns. Independent fund-raising, especially through the direct mail campaigns traditionally used in the field of blindness, often entails unavoidably high expense. In a few instances tradition has also perpetuated such undesirable practices as the sending of unordered merchandise.

These are reality factors that had to be weighed in relation to establishing fund-raising standards of a reasonably attainable nature. There were other complications as well. One was the subjective factor of good taste. While frank exploitation of blindness clearly falls outside the realm of good taste by any standards, there are many gradations which cannot so readily be pinned down. A simple example of this is the question of using canisters and coin boxes for fund-raising, a practice freely employed by a great many organizations unconnected with the field of blindness. When it comes to agencies serving blind people, however, it is strongly felt in many quarters that the use of such canisters has the unfortunate effect of perpetuating the negative image of the blind beggar with his tin cup.

The entire area of taste and ethics calls for candid and searching exploration which will lead to mutually agreed-on practices among all agencies serving the blind and visually handicapped.

Another complication in arriving at definitive standards for fund-raising is the question of what are appropriate costs. Not only is the range of cost percentages in proportion to total budgets extraordinarily wide, but the basis of calculating such costs (i.e., which expenditures are properly chargeable to fund-raising) has also been subject to varying practices. Recently, however, guidelines for uniform accounting and reporting have been developed and endorsed on a nationwide basis. It is hoped that, as agencies gain experience in the use of these guidelines,[1] definitive standards governing acceptable fund-raising costs will ultimately result. The standards set forth in *C-2, Financial Accounting and Service Reporting* specifically call for employment of these guidelines.

Both the public relations and the fund-raising standards presented herein are designed to serve as basic ground rules for the maintenance of valid and effective lines of communication between an agency and its total community. Their object is to preserve the integrity of both the agency and those whom it serves. Stress is placed on the client's right to dignity and privacy, and on the agency's responsibility not to sacrifice this right through exploitation of public sympathies. Observance of the standards will help to gain for both blind persons and the agencies which serve them the public understanding and respect which is their due.

[1] *Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Agencies.* National Health Council and National Social Welfare Assembly, 1964.

1. PUBLIC RELATIONS

Any agency which derives its mandate for existence and its means of support from the community is inescapably the object of continuous public attention. Public relations is the process by which it identifies its policies and programs with the public interest and carries out a carefully conceived program of action to earn community understanding, approval and continued support.

As a key management function, such a program is of essential concern to the agency's governing body. The public relations implications of policy decisions must be weighed at or before the point of decision; in addition, the governing body or its public relations committee must participate actively in developing a program of activities to sharpen and enhance public understanding of the agency's purposes and achievements.

The administration of a public relations program can vary. In a small agency it may be one of the responsibilities of the administrator; a large agency may employ a public relations staff or outside counsel. Because of the specialized knowledge and skills required for public relations functions, qualified staff should be employed wherever possible, even if only on a part-time or consultant basis. A standing committee of the governing body, charged with developing public relations policy and helping to plan strategy, is basic to sound organization for all publicly-supported agencies, whether under voluntary or governmental auspices. Depending on circumstances, the same committee may also carry responsibility for fund-raising.

Effective public relations starts internally. The governing body, the administration, the staff and the service volunteers must know and respect the agency's philosophy, function and policies in order that they may reflect an accurate and affirmative picture when they discuss the agency with others. It is a common error to assume that all these members of the agency "family" have a comprehensive understanding of it. Experience has shown that a well-planned program of internal communications is required to pave the way for such understanding. There is also growing awareness that the agency's clients must be included in this "inside" group, since the community tends to regard them—and they often regard themselves—as having expert knowledge of the organization.

The public relations function of this "family" group does not end with their serving as a channel for conveying a picture of the agency to the community. They are also an important source of feedback, bringing to the agency a reflection of community attitudes and opinions which must be taken into consideration in developing a sound public relations program. Continuous two-way communication between the agency and its audiences is required for public relations effectiveness.

While a public relations program is often aimed at the general public, it is important to recognize that there are specific publics of key importance to the furtherance of agency goals. Part of any public relations program is identification of and establishment of proper liaison with these special groups.

Every public relations program must be flexible enough to adapt to changing situations and changing goals. Periodic review is required to measure results, augment objectives and institute any necessary revisions.

( ) 1.1 ACCOUNTABILITY. The agency is accountable to its supporters and to the community at large.

( ) 1.1.1 The agency prepares and publishes an annual report which is distributed to its constituency and to persons and groups responsible for community planning, and which is available to any others who may request it.

( ) 1.1.2 The annual report is a clear and comprehensive account of the agency's activities. It lists the governing body and the chief administrative personnel. It contains a financial statement showing income, expenditures, assets, liabilities and designated funds.

( ) 1.1.2.1 The financial statement meets the requirements of *C-2, Financial Accounting and Service Reporting.*

( ) 1.1.3 Inquiries from any source relating to agency policy and program are answered accurately, frankly and promptly.

EVALUATION

[ ] 1. *To what extent does the agency fulfill its responsibility for accountability to its supporters and the community at large?*

[ ] 2. *How clearly and accurately does the annual report reflect the agency's activities?*

[ ] 3. *To what extent does the published financial statement meet the requirements of C-2, Financial Accounting and Service Reporting?*

[ ] 4. *How adequately does the agency respond to inquiries relating to policy and programs?*

Comments:

( ) 1.2 ETHICS. Integrity, candor and accuracy are the hallmarks of all public relations activities.

( ) 1.2.1 Reporting is full and accurate; facts are so presented as not to be misleading.

( ) 1.2.2 Interpretation of services is realistic and is based on records, statistics and actual performance.

( ) 1.2.3 The dignity of the client is preserved. References made to blind persons and to the field of blindness are within the bounds of good taste and reflect a positive and constructive viewpoint. Blind persons are not portrayed as universally helpless and dependent.

EVALUATION

[ ] 5. *To what extent do the public relations activities of the agency meet the above standards?*

Comments:

( ) 1.3 CONFIDENTIALITY. The tenets of Confidentiality are carefully observed. Where a constructive public education effort demonstrably calls for identification of a blind person or his family, the written permission of the person(s) involved is secured.

( ) 1.3.1 In the case of minors, written permission is secured from parents or guardians.

EVALUATION *(Note: See statement on Confidentiality,* Section B, General Agency and Community Information.)

[ ] 6. *To what extent are the tenets of Confidentiality followed in the public activities of the agency?*

Comments:

( ) 1.4 INTERNAL COMMUNICATIONS. The agency maintains effective communications within its own organization.

( ) 1.4.1 Specific methods are established to insure sound relations and the easy and swift flow of communications within the agency.

( ) 1.4.2 The governing body, the total staff and the service volunteers are kept continually informed of the reasons for, and the substance of, pertinent policies and program developments.

( ) 1.4.3 Effective communication is maintained with all persons served by the agency (clients, workshop employees, trainees, etc.) concerning pertinent policies and program developments.

EVALUATION [ ] 7. *To what extent are effective communications maintained within the agency?*

Comments:

( ) 1.5 ASSESSMENT OF COMMUNITY REACTIONS. The opinions of key individuals and groups in the community are sought and considered.

( ) 1.5.1 The agency establishes methods whereby its "family" (governing body, staff, volunteers) can assess the community's reaction to the agency's policies and services and can report back on whatever favorable and unfavorable public opinion, misunderstandings or areas of ignorance they may encounter.

( ) 1.5.2 The agency's policy makers and program planners give due consideration to such feedback data in formulating policies, services and public information programs.

( ) 1.5.3 The agency makes conscious efforts to develop relationships with such specific groups as clients and their families, contributors, government bodies, community planning councils, organizations of blind persons, educators, ophthalmologists and other community agencies.

EVALUATION [ ] 8. *How adequate are the agency's methods for assessing community reactions?*

[ ] 9. *To what extent do the agency's policy makers and program planners consider appropriate feedback data?*

[ ] 10. *To what extent are effective relationships developed with such specific groups as those listed in 1.5.3?*

Comments:

( ) 1.6 RELATIONSHIPS WITH OTHER AGENCIES. The agency develops and maintains effective communication with related agencies.

( ) 1.6.1 Governing body and staff participate in activities of community planning bodies and other agencies having interests in common with it.

( ) 1.6.2 Representatives of community agencies are invited to participate in activities of mutual interest.

( ) 1.6.3 Appropriate publications such as annual reports, brochures, periodicals, professional papers, etc., are exchanged with related agencies.

EVALUATION

[ ] 11. *To what extent are effective communications maintained with related agencies?*

[ ] 12. *To what extent do the governing body and staff participate in activities of community planning bodies and other agencies having common interests?*

[ ] 13. *To what extent does the agency invite representatives of community agencies to participate in activities of mutual interest?*

Comments:

( ) 1.7 ROLE OF GOVERNING BODY. The governing body is responsible for initiating, financing and regulating the agency's public relations program.

( ) 1.7.1 The governing body establishes and appoints a standing committee concerned with public relations, chaired by a member of the governing body.

( ) 1.7.2 Based on the recommendations of the public relations committee and the agency administrator, the governing body establishes public relations policies and goals.

( ) 1.7.3 The governing body provides a budget adequate to insure an effective public relations program.

( ) 1.7.4 The governing body undertakes a review and evaluation of the public relations program at least annually.

Supplemental Data:

Date of last review_____

EVALUATION

[ ] 14. *How adequately has the governing body exercised responsibility for initiating, financing and regulating the agency's public relations program?*

[ ] 15. *How clearly stated are the public relations policies and goals?*

[ ] 16. *How effectively is a periodic review and evaluation used to improve the public relations program?*

Comments:

( ) 1.8 ROLE OF PUBLIC RELATIONS COMMITTEE. The public relations committee is responsible for developing a program of public education and information designed to convey understanding of the agency's purposes and programs.

( ) 1.8.1 The committee develops and recommends to the governing body goals and plans for achieving community understanding and support.

( ) 1.8.2 The Commission, in cooperation with staff, prepares the public relations budget and recommends it to the governing body.

( ) 1.8.3 The committee meets regularly and has provisions for the holding of special meetings for emergency or other reasons.

( ) 1.8.3.1 A written record is maintained of all committee meetings.

( ) 1.8.4 The committee annually presents to the governing body a written review and evaluation of the agency's public relations activities, assessing the degree to which its aims have been accomplished.

EVALUATION

[ ] 17. How adequately has the public relations committee exercised responsibility for developing the program of public education and information?

[ ] 18. How adequate is the committee's written review and evaluation of the agency's public relations activities?

Comments:

( ) 1.9 ROLE OF ADMINISTRATOR. The administrator carries staff responsibility for implementing the public relations program.

( ) 1.9.1 The administrator himself conducts the agency's public relations activities or delegates them to qualified staff or to outside counsel.

Supplemental Data: (Check the appropriate statement.)

1. The administrator conducts the agency's public relations activities. ☐
2. The administrator delegates the agency's public relations activities to qualified staff. ☐
3. The agency uses outside public relations counsel. ☐

( ) 1.9.2 The administrator meets regularly with the public relations committee and the public relations staff to insure proper implementation of the program as well as continuous exchange of information and ideas.

( ) 1.9.3 The administrator works cooperatively with the public relations committee and the public relations staff in developing the public relations budget.

( ) 1.9.4 The administrator uses the public relations committee and staff as a resource for guidance on agency matters having public relations implications.

EVALUATION

[ ] 19. How adequately has the administrator exercised responsibility for implementing the agency's public relations activities?

[ ] 20. To what extent does the administrator work cooperatively with the public relations committee and staff in planning and implementing the public relations program?

[ ] 21. To what extent does the administrator use the public relations committee and staff as a resource for guidance and counsel?

Comments:

( ) 1.10 ROLE OF PUBLIC RELATIONS STAFF. The public relations staff, or outside counsel, carries out public education and public relations programs within the framework of the policies established by the governing body.

( ) 1.10.1 Public relations staff is represented at meetings of the public relations committee.

( ) 1.10.2 Public relations staff prepares and recommends short-range and long-range goals and plans to the committee.

( ) 1.10.3 Public relations staff develops and issues appropriate informational materials such as news releases, exhibits, radio and television programs, films, brochures, newsletters, annual reports, speeches, etc.

( ) 1.10.4 Public relations staff maintains close liaison with representatives of the target audiences and with the communications media.

( ) 1.10.5 Public relations staff maintains close liaison with appropriate administrative and program staff for purposes of effective coordination and cooperation.

( ) 1.10.6 Public relations staff has knowledge of, and keeps currently informed on, public relations theories and techniques.

EVALUATION [ ] 22. ***How adequately have the public education and public relations activities enumerated above been carried out by staff or outside counsel within the framework of policies established by the governing board?***

Comments:

1.11 QUALIFICATIONS OF PUBLIC RELATIONS STAFF. It is desirable that public relations staff, full-time or part-time, have the following qualifications:

( ) 1.11.1 Graduation from an accredited college or university, with a major in public relations, journalism, English or a related field; or suitable work experience in these fields.

( ) 1.11.2 Knowledge of public relations methods and resources and ability to apply them.

( ) 1.11.3 Knowledge of the communications media and demonstrated ability to work with them.

( ) 1.11.4 Ability to work effectively with executive and supervisory personnel, with other staff members and with volunteers.

( ) 1.11.5 Ability in writing, public speaking and other communication methods.

( ) 1.11.6 A working knowledge of the health and welfare field.

( ) 1.11.7 Membership in pertinent professional groups, public relations associations, etc.

EVALUATION *(Note:* Section E, Individual Staff Member Information Form *should be completed by each staff member responsible for carrying out the agency's public education and public relations programs on either a full-time or part-time basis.)*

[ ] 23. ***To what extent does the public relations staff meet the above standards?***

Comments:

2. FUND-RAISING

Fund-raising is the organized process of obtaining financial support for the work of the agency. Such support for the general operating funds, capital funds and special projects includes individual and corporate gifts, proceeds from special events, bequests, endowments, foundation and government grants, membership income, contributions by community organizations and allocations by federated funds.

Contributions are defined as including only donations for which the donor receives no direct private benefit. Fees for service, literature sales, gains from the sale of blind-made products and investment income are sources of self-support, but are not classified as contributions.

Recognizing the importance of the voluntary self-regulation of public relations and fund-raising activities, the American Association of Workers for the Blind (A.A.W.B.) in 1953 established a Code of Ethics for agencies serving blind persons. Many of the concepts set forth by A.A.W.B. are incorporated in the standards which follow.

The standards herein do not specify percentages of fund-raising costs even though, as has been noted, this is a subject of great concern to all agencies and the general public. Until a sufficient body of experience has been developed through use of the uniform accounting and reporting practices recommended in *C-5, Financial Accounting and Service Reporting,* standards governing fund raising costs will have to remain within the limits already adopted by other groups which have attempted to cope with this problem over the years.

The administration of fund-raising programs varies with the size and purpose of the agency. In a small agency, fund-raising may be one of the responsibilities of the administrator; larger agencies have a separate fund-raising department or may have a department which combines the fund-raising and public relations functions.

( ) 2.1 ETHICS. Fund-raising methods and techniques are truthful, dignified and ethical.

( ) 2.1.1 Information presented adheres to facts regarding the needs met, geographic area served, character of services offered, volume of services provided and other accomplishments.

( ) 2.1.2 Public references to blind persons and to the field of blindness are within the bounds of good taste and reflect a positive and constructive viewpoint. Blind persons are not portrayed as universally helpless and dependent.

EVALUATION / / 24. *To what extent do the fund-raising activities of the agency meet the above standards?*

Comments:

( ) 2.2 CONFIDENTIALITY. The tenets of Confidentiality are carefully observed. Where a constructive fund-raising effort demonstrably calls for identification of a blind person or his family, the written permission of the person(s) involved is secured.

( ) 2.2.1 In the case of minors, written permission is secured from parents or guardians.

EVALUATION *(Note: See statement on Confidentiality,* Section B, General Agency and Community Information.*)*

[ ] 25. *To what extent are the tenets of Confidentiality observed in fund-raising activities?*

Comments:

( ) 2.3 FUND-RAISING METHODS. Undesirable fund-raising practices are avoided, and all legal requirements are met.

( ) 2.3.1 The agency does not employ undue pressure in solicitation.

( ) 2.3.2 Written permission is secured for the use of any person's name in the solicitation of contributions.

( ) 2.3.3 The agency does not mail unordered tickets or commercial merchandise with request for money in return.

( ) 2.3.4 The use of canisters and coin boxes is not considered to be in the best interests of the field of service to the blind.

( ) 2.3.5 The name of the agency is not exploited by any business or commercial enterprise in the promotion or sale of the latter's goods and services.

( ) 2.3.6 Protection is afforded against unauthorized use of the organization's contributor lists.

( ) 2.3.7 Funds are not solicited from the general public by telephone.

( ) 2.3.8 "Special events" such as dinners, theatre parties, etc., are carefully supervised and controlled by the agency.

Supplemental Data: Identify nature of special events and frequency with which they are held.

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( ) 2.3.9 The agency adheres to the requirements of regulatory bodies. Where required, licenses are obtained from states and municipalities. Reports are submitted to the proper authorities in accordance with regulations.

Supplemental Data:

(1) List all licenses required for fund-raising activities, their effective dates and the regulatory body from which obtained.

(2) List all reports required by regulations, the authority to which submitted and date of last report.

_____

_____

_____

_____

EVALUATION [ ] 26. *To what extent do the agency's fund raising practices conform to the standards in all of 2.3?*

Comments:

( ) 2.4 FINANCIAL REPORTING. There is complete and accurate reporting of the agency's financial affairs.

( ) 2.4.1 The agency prepares and publishes an annual report which is distributed to its constituency and to persons and groups responsible for community planning, and which is available to any others who may request it.

( ) 2.4.2 The annual report is a clear and comprehensive account of the agency's activities. It lists the governing body and the chief administrative personnel. It contains a financial statement showing income, expenditures, assets, liabilities and designated funds.

( ) 2.4.2.1 The financial statement meets the requirements of *C-2, Financial Accounting and Service Reporting.*

EVALUATION [ ] 27. *How adequately does the agency report its financial affairs to its supporters and the community at large?*

[ ] 28. *How clearly and comprehensively does the financial report reflect the agency's activities?*

[ ] 29. *To what extent does the published financial statement meet the requirements of* C-2, Financial Accounting and Service Reporting?

Comments:

( ) 2.5 FUND-RAISING COSTS. Fund-raising costs are kept at a minimum and are not disproportionately large in relation to the costs of the services provided by the agency.

( ) 2.5.1 Fund-raising budgets are established in advance.

2.5.2 Costs are calculated and reported in accordance with the definitions and classifications specified in *Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Agencies*[2] and in accordance with the other provisions of *C-2, Financial Accounting and Service Reporting.*

( ) 2.5.3 In states which have legal regulations governing fund-raising costs, such laws are observed.

Supplemental Data: Identify state and local regulations governing fund-raising costs to which the agency is subject.

_____

_____

_____

( ) 2.5.4 To the extent consistent with attractiveness and appeal, fund-raising materials and activities are conducted with economy.

EVALUATION [ ] 30. *To what extent are costs kept at a minimum in fund-raising budgets established in advance?*

[2] See Note 1.

[ ] 31. *How adequately are fund-raising costs calculated and reported in accordance with the provisions of* C-2, Financial Accounting and Service Reporting?

Comments:

( ) 2.6 COMPENSATION OF FUND-RAISERS. In the employment of professional fund-raisers or consultants, the salary or fee is established in advance.

( ) 2.6.1 Fund-raising staff or consultants are not employed on a percentage basis.

( ) 2.6.2 Direct solicitation is generally done by volunteers; the agency does not employ paid solicitors.

( ) 2.6.2.1 The term "paid solicitors" does not refer to the agency's fund-raising staff or consultants.

EVALUATION [ ] 32. *To what extent does the agency meet the above standards for compensation of fund-raisers?*

Comments:

( ) 2.7 USE OF CONTRIBUTED FUNDS. All monies raised are spent for the purpose represented in the solicitation.

( ) 2.7.1 Fund-raising literature specifies the purpose for which funds are requested.

( ) 2.7.2 Designated gifts are employed in accordance with the expressed wishes of the donor.

EVALUATION [ ] 33. *To what extent does the agency meet the above standards for the use of contributed funds?*

[ ] 34. *How clearly does the fund-raising literature specify the purposes for which funds are requested?*

Comments:

( ) 2.8 TIMING OF CAMPAIGNS. The agency cooperates with allied and related agencies to arrange timing of fund-raising campaigns in the best interests of all concerned.

( ) 2.8.1 The agency keeps itself cognizant of the timing of other fund-raising campaigns.

( ) 2.8.2 The agency schedules its own fund-raising campaigns, insofar as possible, for a time that will produce maximum results and minimum interference with the campaigns of other agencies.

EVALUATION [ ] 35. *To what extent does the agency cooperate with allied and related agencies in arranging the timing of fund-raising campaigns?*

Comments:

( ) 2.9 ROLE OF GOVERNING BODY. The governing body is responsible for maintaining the fund-raising program.

( ) 2.9.1 The governing body establishes and appoints a standing committee concerned with fund-raising, chaired by a member of the governing body.

( ) 2.9.2 Based on the recommendations of the fund-raising committee and the agency administrator, the governing body establishes fund-raising goals related to realistic budgetary requirements.

( ) 2.9.3 The governing body makes provision for the budgeting of an effective fund-raising program.

( ) 2.9.4 The governing body undertakes an annual review and evaluation of the fund-raising program.

EVALUATION / / *36. How adequately has the governing body exercised responsibility for maintaining the agency's fund-raising program?*

/ / *37. To what extent are realistic fund-raising goals established and budgetary provision made for them?*

/ / *38. How adequate is the annual review and evaluation of the fund-raising program?*

Comments:

( ) 2.10 ROLE OF FUND-RAISING COMMITTEE. The fund-raising committee is responsible for developing plans to achieve the agency's financial goals.

( ) 2.10.1 The committee recommends to the governing body plans for the conduct of fund-raising campaigns.

( ) 2.10.2 The committee develops and recommends the annual operating budget for fund-raising.

( ) 2.10.3 The committee meets regularly and has provisions for the holding of special meetings for emergency or other reasons. A written record is maintained of all committee meetings.

( ) 2.10.4 The committee annually presents a written annual review and evaluation of its activities and assesses the degree to which its aims have been accomplished.

EVALUATION / / *39. How adequately has the fund-raising committee exercised responsibility for developing plans to achieve the agency's financial goals?*

/ / *40. To what extent does the committee participate in the preparation of the annual operating budget for fund-raising?*

/ / *41. How adequate is the committee's written review and evaluation of its activities?*

Comments:

( ) 2.11 ROLE OF ADMINISTRATOR. The administrator carries staff responsibility for implementing the fund-raising program.

( ) 2.11.1 The administrator himself conducts the agency's fund-raising activities or delegates them to qualifieds staff or to outside counsel.

Supplemental Data: (Check the appropriate statement)

1. The administrator conducts the agency's fund-raising activities. ☐
2. The administrator delegates the conduct of fund-raising activities to qualified staff. ☐
3. The agency uses outside fund-raising counsel. ☐

( ) 2.11.2 The administrator meets regularly with the fund-raising committee and the fund-raising staff to insure effective implementation of the program, as well as continuous exchange of information and ideas.

EVALUATION [ ] 42. *How adequately has the administrator exercised staff responsibility for implementing the fund-raising program?*

Comments:

( ) 2.12 ROLE OF FUND-RAISING STAFF. The fund-raising staff organizes and conducts the program within the framework of the policies established by the governing body.

( ) 2.12.1 Staff prepares and recommends the fund-raising plan and method of organization to the committee.

( ) 2.12.2 Staff is represented at meetings of the committee.

( ) 2.12.3 Fund-raising staff maintains close liaison with appropriate administrative and program staff for purposes of effective coordination and cooperation.

( ) 2.12.4 Staff has knowledge of, and keeps currently informed on, fund-raising methods and resources.

( ) 2.12.5 Staff is fully informed as to federal, state and local regulations affecting charitable solicitations.

EVALUATION [ ] 43. *How adequately has the fund-raising staff maintained liaison with the fund-raising committee and appropriate administrative and program staff?*

[ ] 44. *To what extent does the fund-raising staff keep currently informed about fund-raising methods and resources and pertinent federal, state and local regulations affecting charitable solicitations?*

Comments:

( ) 2.13 QUALIFICATIONS OF FUND-RAISING STAFF. It is desirable that fund-raising staff, full-time or part-time, have the following qualifications:

( ) 2.13.1 Graduation from an accredited college or university, or successful experience in fund-raising or public relations.

( ) 2.13.2 Knowledge of fund-raising methods and resources and ability to apply them.

( ) 2.13.3 Ability to work effectively with other agency staff members and with representatives of other organizations.

( ) 2.13.4 Ability to write clearly and to speak effectively in public.

( ) 2.13.5 Membership in pertinent professional associations.

EVALUATION *(Note:* Section E, Individual Staff Member Information Form *should be completed by each staff member responsible for carrying out the agency's fund-raising activities on either a full-time or part-time basis.)*

[ ] 45. To what extent does the fund-raising staff meet the above standards?

Comments:

3. PROGRAMMING FOR IMPROVEMENT

A graphic picture of the agency's overall performance emerges when the evaluation ratings from the preceding pages are transcribed onto the Summary Table of Evaluation Ratings. A major value of gaining such a picture is that it spotlights the areas in need of strengthening and thus yields a useful guide to the planning of needed improvements.

Realistically speaking, it is rarely possible for ongoing programs to be subjected to a large number of simultaneous changes. It is, however, both possible and desirable to analyze the problems uncovered through the self-study and evaluation process, and to develop a time-table for tackling them. The process of classifying needed improvements into (1) those already under way, (2) those which can and will be undertaken in the near future and (3) those which require longer-range planning, produces a program for change which can serve as an orderly guide for action.

The three questions which follow the Summary Table are designed to assist the agency in the development of such a program. They are also designed to help the Commission on Accreditation evaluate the agency in terms of one of the Commission's governing principles: "If deficiencies exist, the agency is willing to remedy them, and gives evidence of being capable of effecting the needed remedies within a reasonable period of time."

It should be borne in mind that changes are not necessarily restricted to the weaker areas of service or administration. If plans for improvement are contemplated in areas which are already good or excellent, so as to make them even better, these should not be overlooked in responding to the questions.

SUMMARY TABLE OF EVALUATION RATINGS

Instructions: Transcribe the evaluation ratings from the preceding pages onto this table by placing a check mark (√) in the appropriate column.

Standards to Which Evluation Questions Relate	EVALUATION QUESTION	EXCELLENT	VERY GOOD	GOOD	FAIR	POOR	MISSING	NOT APPLICABLE
1. Public Relations								
1.1 Accountability	1							
	2							
	3							
	4							
1.2 Ethics	5							
1.3 Confidentiality	6							
1.4 Internal Communications	7							
1.5 Assessment of Community Reactions	8							
	9							
	10							
1.6 Relationships with Other Agencies	11							
	12							
	13							
1.7 Role of Governing Body	14							
	15							
	16							
1.8 Role of Public Relations Committee	17							
	18							
1.9 Role of Administrator	19							
	20							
	21							
1.10 Role of Public Relations Staff	22							
1.11 Qualifications of Public Relations Staff	23							
2. Fund Raising								
2.1 Ethics	24							
2.2 Confidentiality	25							
2.3 Fund-Raising Methods	26							
2.4 Financial Reporting	27							
	28							
	29							
2.5 Fund-Raising Costs	30							
	31							
2.6 Compensation of Fund-Raisers	32							
2.7 Use of Contributed Funds	33							
	34							
2.8 Timing of Campaigns	35							
2.9 Role of Governing Body	36							
	37							
	38							
2.10 Role of Fund-Raising Committee	39							
	40							
	41							
2.11 Role of Administrator	42							
2.12 Role of Fund-Raising Staff	43							
	44							
2.13 Qualifications of Fund-Raising Staff	45							

1. What improvements are now under way?

2. What improvements are definitely planned for the immediate future? When are they scheduled for completion?

3. What improvements will require long-range planning to implement? When is it expected that this planning will be undertaken?

Name of Agency_____ Date_____

Completed by_____

Look for this Symbol of Quality Service